

STATEMENTS OF CASH FLOWS

For the year ended 31 December 2021

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Cash flows from operating activities				
Cash receipts from customers	2,351,932	2,383,434	60,779	31,330
Cash payments to suppliers	(1,021,364)	(943,586)	-	-
Cash payments to employees and for expenses	(1,232,806)	(1,149,941)	(78,589)	(96,518)
Cash generated from/(used in) operations	97,762	289,907	(17,810)	(65,188)
Interest paid	(19,036)	(21,762)	(14,062)	(14,868)
Taxes and zakat (paid)/refunded	(34,129)	(47,281)	(2,688)	125
Net cash flows generated from/ (used in) operating activities	44,597	220,864	(34,560)	(79,931)
Cash flows from investing activities				
Proceeds from disposal of property, plant and equipment	121	4,498	-	3,420
Final distribution to shareholders upon disposal of a subsidiary company (Note 16(g))	152	-	152	-
Proceeds from disposal of other investment	-	40	-	40
Proceeds from disposal of an associate	-	58	-	-
Payment of deferred consideration	(2,910)	-	(2,910)	-
Subscription of additional shares in a subsidiary	-	-	(500)	-
Acquisition of non-controlling interests in a subsidiary	(27,561)	(28,210)	-	(28,210)
Placement of short term investments	(90,700)	(85,000)	-	-
Proceeds from withdrawal of short term investments	74,953	136,819	-	-
Interest received	4,514	3,877	81	856
Dividends received from associates	6,418	7,708	-	-
Dividends received from subsidiaries	-	-	65,034	118,767
Purchase of property, plant and equipment (Note b)	(24,393)	(17,630)	(1,180)	(411)
Purchase of intangible assets (Note c)	(18,286)	(10,296)	(17,175)	(8,645)
Repayment from a subsidiary	-	-	30,506	32,045
Net cash flows (used in)/generated from investing activities	(77,692)	11,864	74,008	117,862

STATEMENTS OF CASH FLOWS

For the year ended 31 December 2021 (contd.)

	Group		Company	
	2021	2020	2021	2020
	RM'000	RM'000	RM'000	RM'000
Cash flows from financing activities				
Issuance of shares to non-controlling shareholders of a subsidiary	306	-	-	-
Drawdown of borrowings	82,197	74,384	52,000	50,000
Repayment of borrowings	(126,182)	(114,894)	(50,000)	(50,000)
Repayment of lease liabilities	(7,278)	(4,658)	(5,804)	(4,086)
Dividends paid	-	(66,530)	-	(66,530)
Dividends paid to non-controlling shareholders of subsidiaries	(1,965)	(3,660)	-	-
Placement of fixed deposits	(5,014)	(19,634)	-	-
Net cash flows used in financing activities	(57,936)	(134,992)	(3,804)	(70,616)
Net (decrease)/increase in cash and cash equivalents	(91,031)	97,736	35,644	(32,685)
Net foreign exchange difference	6,985	2,101	-	-
Cash and cash equivalents at beginning of year	638,806	538,969	14,813	47,498
Cash and cash equivalents at end of year (Note a)	554,760	638,806	50,457	14,813
(a) Cash and cash equivalents comprise:				
Cash in hand and at banks	398,649	351,231	50,457	5,313
Fixed deposits with licensed banks	201,742	326,771	-	9,500
Cash, bank balances and deposits (Note 23)	600,391	678,002	50,457	14,813
Less: Fixed deposits on lien	(3,849)	(3,713)	-	-
Less: Fixed deposits pledged	(22,933)	(17,060)	-	-
Less: Cash and fixed deposit restricted in usage	(18,849)	(18,423)	-	-
	554,760	638,806	50,457	14,813

(b) Included in the purchase of property, plant and equipment of the Group and the Company is an amount of RM1.5 million and RM0.3 million paid for property, plant and equipment that had been capitalised in prior years.

(c) Included in the purchase of intangible assets of the Group and the Company is an amount of RM17.2 million paid for intangible assets that had been capitalised in prior years.

The accompanying accounting policies and explanatory information form an integral part of the financial statements.